

To: Harris County Precinct One Commissioner Rodney Ellis
From: Katie Short, Director; Ramin Naderi, Analyst; Amy Rose, Senior Analyst
CC: Brandon Dudley, Chief of Staff; Sophie Elsner, Policy Director
Date: February 12, 2021
Re: **Analysis of Withdrawing from the Houston-Galveston Area Council (H-GAC)**

EXECUTIVE SUMMARY

On December 1, 2020, Precinct One requested that the Harris County Commissioners Court's Analyst's Office (the "Analyst's Office") conduct a study to assess the potential benefits and disadvantages of Harris County withdrawing from the Houston-Galveston Area Council (H-GAC). Specifically, the request included the following areas of interest: "Cooperative purchasing, regional transportation planning, and federal funding, as well as possible alternative council of government models that may more equitably represent the specific needs of Harris County government and constituents."

Councils of government (COGs) were established with the passage of the Regional Planning Act of 1965 under the Texas Legislature. They serve as the recognized regional planning bodies within the State of Texas. Currently, all 254 counties in Texas are represented by 24 COGs. No previous example was found of a county withdrawing from its respective COG (without then joining another).

To the matter of equitable representation, a comparison of five Texas COGs found the following:

- Two of the COGs reviewed include provisions in their bylaws which account for population in counties in their General Assembly representation—the Capital Area Council of Governments and the Rio Grande Council of Governments.
- For four of the five COGs reviewed—the Houston-Galveston Area Council, Capital Area Council of Governments, Alamo Area Council of Governments, and the Rio Grande Council of Governments, the most populous county on the council is afforded additional representation on the governing body. El Paso County accounts for 3 out of 21 voting members of their governing board, and Bexar County accounts for 3 out of 27 voting members on their governing board.
- El Paso County has the greatest percentage (14%) of seats on their COG's governing board out of any county in the five COGS examined.

- Dallas and Harris Counties have the smallest percentage (6%) of seats on their COG's governing board.
- Of the five COGs reviewed, Bexar County pays the highest amount in membership fees per capita, (\$0.07), which totaled \$139,023 in 2020; Harris County pays \$0.04 per capita, which totaled \$163,698 in 2020.

H-GAC's leadership notes that the composition of H-GAC's Board of Directors will be reexamined in Spring 2021 following the release of the U.S. 2020 Census data, which could impact Harris County's representation on the Board.

If the Commissioners Court were to withdraw Harris County's membership from H-GAC:

Benefits: Harris County would stop payment of H-GAC's annual membership fee (\$163,698 for 2020), and Harris County would retain access to the following:

- **HGACBuy program for cooperative purchasing:** Over the last five years (2015-2020) Harris County has purchased over \$26 million in equipment and services through H-GAC's cooperative purchasing program, HGACBuy.
- **All state and federal grant money that pass-through H-GAC for regional programs:** Over the last five years (2015-2020) over \$12 million in both state and federal grant money has passed through H-GAC to Harris County.

Disadvantages: Withdrawal may include reduced access to discussions and decisions around regional planning. Specifically:

- Harris County would **forfeit representation on H-GAC's Board of Directors, five Board of Directors Committees, eight advisory committees, and four additional entities that are administered by H-GAC.** Harris County would no longer be able to participate in the decision-making process or an opportunity to advocate for its interests on the COG level.
- While access to both state and federal grant money that must first pass through H-GAC would not be impacted, the loss of representation on H-GAC's advisory committees would **prevent Harris County from participating in decision-making conducted by those committees regarding priorities, funding allocations, grant renewals, etc.**
- There currently exists **no alternative comparable regional planning body** in Texas Code on which Harris County might sit.
- According to H-GAC, the **loss of Harris County's annual membership fee would negatively impact H-GAC's ability to make important local match requirements** on a number of regional programs, impacting Harris County. Harris County's annual fee represents 41% of H-GAC's annual membership fees (\$395,538) and 18% of their discretionary fund in 2020. By comparison, it accounts for 0.004% of Harris County's total 2020 General Fund Budget.

INTRODUCTION

Precinct One requested that the Analyst's Office conduct a study on the potential benefits and disadvantages of Harris County withdrawing from the Houston-Galveston Area Council (H-GAC), and "consider the effects on areas including, but not limited to, cooperative purchasing, regional transportation planning, and federal funding, as well as possible alternative council of government models that may more equitably represent the specific needs of Harris County government and constituents."

This memo includes a background on councils of government (COGs), also referred to as regional councils in Texas; a comparison of the bylaws of five COGs in Texas, each with a most populous county and city; and a summary of the potential advantages and disadvantages of Harris County withdrawing from H-GAC, particularly considering regional planning and cooperation, cooperative purchasing, and state/federal funding.

The methodology of this memo includes reviews of existing literature, Texas Local Government Code, regional council of government (COG) bylaws, and an interview with the Executive Director of H-GAC.

BACKGROUND

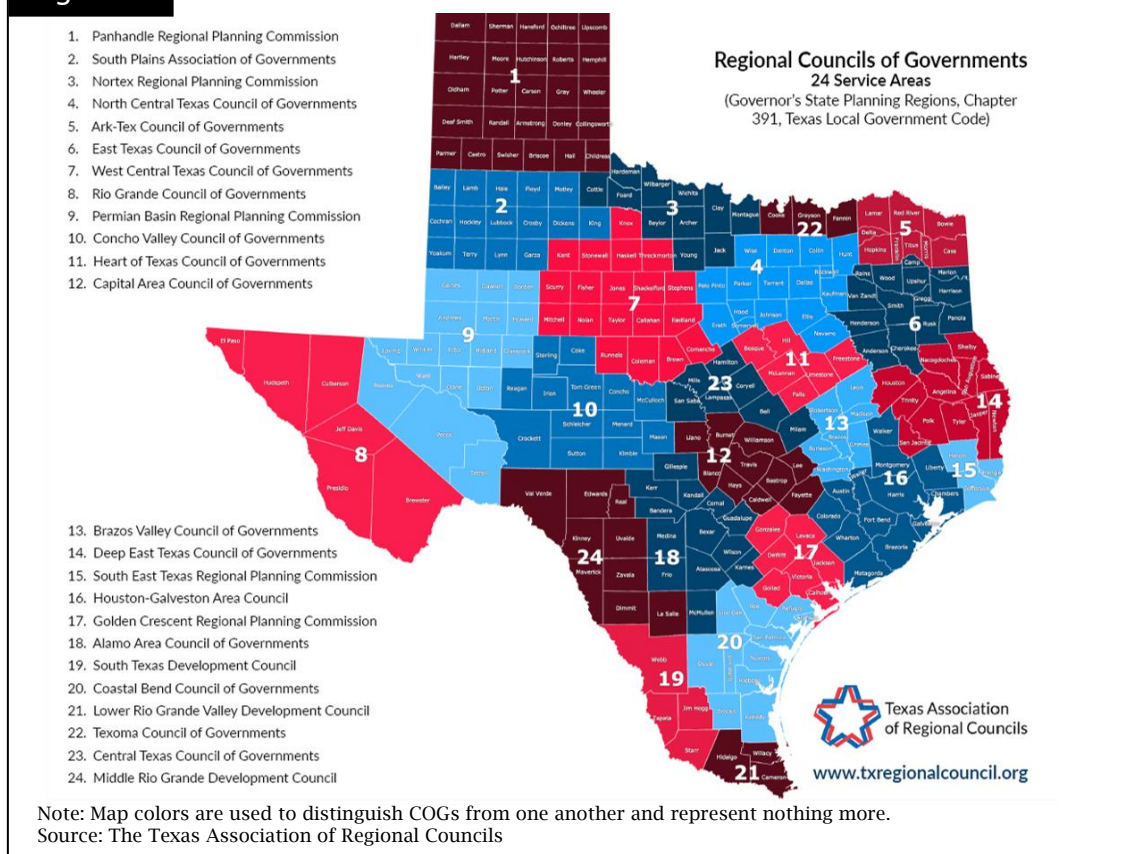
Councils of government (COGs) were established with the passage of the Regional Planning Act of 1965 to "address the need for comprehensive, coordinated program planning at the regional (areawide) level in Texas."¹ The geographic boundaries for COGs were established in 1968 with the creation of the 21 State Planning Regions by then Governor of Texas John Connally.²

Currently, there are 24 COGs, which represent all 254 counties in Texas.¹ These COGs vary widely in both the number of residents and number of counties they represent. The Texas Panhandle's COG, the Panhandle Regional Planning Commission, includes the greatest number of counties (26) and yet only represents approximately 428,000 Texas residents (or 1.7% of the State's population). In contrast, Harris County's COG, Houston-Galveston Area Council (H-GAC), only includes 13 counties and yet represents approximately six million Texas residents (or 24.2% of the State's population).³

Figure 1 presents a map of all 24 COGs in Texas and the counties comprising them.

¹ Since the creation of COGs in Texas, there has not been an example of a county withdrawing from its COG and not rejoining another COG.

Figure 1



Governance and Powers

Councils of government (COGs) are governed by Texas Local Government Code, Chapter 391. They are voluntary organizations and do not have the authority to make laws, collect taxes, or exercise policing powers.⁴ As stated in Section 391.001: “the general purpose of a commission is to make studies and plans to guide the unified, far-reaching development of a region, eliminate duplication, and promote economy and efficiency in the coordinated development of a region.”⁵

While each COG determines what issues are pertinent to their respective region, priorities often include economic growth, regional transportation, regional water and air quality, the maintenance of regional 911 systems, and the provision of social services.

COGs also “serve as intermediaries among federal, state, and local governments while reviewing and commenting on applications for federal and state grants-in-aid and solid waste permits.”⁶

Pursuant to Section 391.006, the participating governmental units of a COG may determine the number and qualifications of the members of their governing body. However, at least two-thirds of the members must be elected officials of the participating counties or municipalities. In addition, the governing body must offer an “ex-officio, nonvoting membership on the governing body to a member of the

legislature who represents a district located wholly or partly in the region of the commission.”⁷ These governing bodies are often referred to as the Executive Board, Executive Committee, and Board of Directors.

COMPARING H-GAC TO OTHER COUNCILS OF GOVERNMENTS

To examine how equitable Harris County’s representation is within H-GAC, this section provides a summary review of the composition of the governing body and representation, voting practices of the governing body, the general assembly and committees, and annual membership fee of H-GAC and four other councils of government (COGs) in Texas and their respective metropolitan counties:

- North Central Texas Council of Governments: Dallas County
- Capital Area Council of Governments: Travis County
- Alamo Area Council of Governments: Bexar County
- Rio Grande Council of Governments: El Paso County

The four comparison COGs were selected because they each contain at least one of the top five most populous counties and one of the top five most populous cities in Texas.

Key highlights of this analysis include:

- Two of the COGs reviewed include provisions in their bylaws which account for population in counties in their General Assembly representation—the Capital Area Council of Governments and the Rio Grande Council of Governments
- For four of the five COGs reviewed—the Houston-Galveston Area Council, Capital Area Council of Governments, Alamo Area Council of Governments, and the Rio Grande Council of Governments, the most populous county on the council is afforded additional representation on the governing body. El Paso County accounts for 3 out of 21 voting members of their governing board, and Bexar County accounts for 3 out of 27 voting members on their governing board.
- El Paso County has the greatest percentage (14%) of seats on their COG’s governing board out of any county in the five COGS examined.
- Dallas and Harris Counties have the smallest percentage (6%) of seats on their COG’s governing board.
- Of the five COGs reviewed, Bexar County pays the highest amount in membership fees per capita, (\$0.07), which totaled \$139,023 in 2020; Harris County pays \$0.04 per capita, which totaled \$163,698 in 2020.

Figure 2 summarizes the findings for the five Texas COGs reviewed.

Figure 2		TEXAS COGs COMPARISON CHART								
County	Member COG	POPULATION			VOTING REPRESENTATION				FEE STRUCTURE	
		County Population (2010)	% of Overall COG Population	% of Overall Texas Population	Total Number of Seats on Governing Board	Number of Voting Seats on Governing Board	Number of Seats for Any Member County	Number of Voting Seats County of Interest	Annual Fee for County Members, Per Capita	Total Membership Fee Paid (2020)
Harris	Houston-Galveston Area Council	4,092,459	67.2%	16.3%	37	36	14 (38.8% of Governing Board)	2 (5.5% of Governing Board)	\$0.04	\$163,698
Dallas	North Central Texas Council of Governments	2,368,139	36.2%	9.4%	18	17	6 (33.3% of Governing Board)	1 (5.5% of Governing Board)	\$0.01	\$25,574
Travis	Capital Area Council of Governments	1,024,266	55.9%	4.0%	29	25	11 (44% of Governing Board)	2 (8% of Governing Board)	\$0.05	\$62,207
Bexar	Alamo Area Council of Governments	1,714,773	76.2%	6.8%	31	27	15 (55.5% of Governing Board)	3 (11.1% of Governing Board)	\$0.07	\$139,023
El Paso	Rio Grande Council of Governments	800,647	96.9%	3.2%	23	21	7 (33.3% of Governing Body)	3 (14.2% of Governing Board)	\$0.05	\$39,936

HOUSTON-GALVESTON AREA COUNCIL

Established in September 1966, the Houston-Galveston Area Council (H-GAC) is located within the southeastern portion of the state and represents the following counties: Austin, Brazoria, Chambers, Colorado, Fort Bend, Galveston, Harris, Liberty, Matagorda, Montgomery, Walker, Waller, and Wharton. This analysis focuses specifically on Harris County, as it relates to H-GAC. H-GAC serves approximately six million Texas residents (24.2% of the State's population), second only in resident population to the North Central Texas Council of Governments.⁸

Governing Body and Representation.⁹ H-GAC's governing body, the Board of Directors, is composed of 36 voting members and one ex-officio, non-voting member from the Texas State Legislature, for a total of 37 members. According to H-GAC's bylaws, one representative and one alternate is allowed from each member County, except for Harris County, which receives two representatives and two alternates. In total, 14 of the 36 voting Board Members represent counties.

Harris County comprises 6% (2 out of 36) of the voting members of the Board of Directors.

According to H-GAC's Executive Director, Charles Wemple, the composition of H-GAC's Board of Directors will be reexamined in Spring 2021 following the release of the U.S. 2020 Census data. This intent is also stated in H-GAC's "Executive Director's Report", published on January 19, 2021.¹⁰

Governing Body Voting.¹¹ According to H-GAC's bylaws, a quorum is a simple majority of the members of the Board of Directors. When a quorum is present, the simple majority vote of the members present will decide any question under consideration, except amendments to the Board's bylaws.

General Assembly and Committees. H-GAC's General Assembly is comprised of 145 delegates from all member entities. H-GAC's bylaws state, "All members of the General Assembly shall be elected officials of the Commissioners Court, City Council, or Independent School District Board of Trustees which they represent."¹² County members each receive two representatives, as well as two alternates, who are appointed by the Commissioners Court of the member county and must be members of that Commissioners Court. See Appendix A for a detailed summary of H-GAC's General Assembly and Board of Directors composition according to its bylaws.

In addition to the General Assembly, H-GAC maintains 13 advisory committees and entities. Harris County has representatives on 12 of them. The composition of these committees and entities are not established in the COG bylaws. Instead, each has its own separate bylaws that establish their composition and vary in their requirements for membership.

Membership Fees.¹³ Annual membership fees for the Council members are set as follows:

- Counties, cities, and towns shall pay annually \$200 or four cents (\$0.04) per capita, whichever is greater. Population figures shall be set forth in the most recent federal census.
- School Districts shall pay annually \$200, or three cents (\$0.03) per average daily attendance for the most recent federal census year, whichever is greater.

In 2020, Harris County paid \$163,698 for their annual membership fee.^{14II}

NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS

Established in January 1966, the North Central Texas Council of Governments (NCTCOG) is located in the northeastern portion of the state and represents three of the most populated counties in the state (Dallas, Tarrant, and Collin). In addition to these counties, the NCTCOG includes Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwall, Somervell and Wise counties. This analysis focuses specifically on Dallas County, as it relates to NCTCOG. NCTCOG serves approximately 6.5 million Texas residents (26% of the State's population), the greatest out of any COG in Texas.¹⁵

Governing Body and Representation.¹⁶ NCTCOG's governing body, the Executive Board, is currently comprised of 17 voting members and one ex-officio, non-voting member from the Texas State Legislature, for a total of 18 members. According to NCTOG's bylaws, the Board must always meet the following minimum membership requirements: six seats for member counties, 10 seats for member cities, and one seat

^{II} This amount represents 41% of H-GAC's annual membership fees in 2020 (\$395,538) and 0.004% of Harris County's total 2020 General Fund Budget.

for the immediate past President of the Council. The bylaws clarify that the minimum six seats reserved for county members will be distributed as follows:

- Four locally elected officials on the Board shall be representatives from the four largest populated member counties (one from each county), as defined by the most recent federal census.
- One locally elected official on the Board shall be from a member county with a population of between 75,000 and 650,000, as defined by the most recent federal census.
- One locally elected official on the Board shall be from a member county with a population of less than 75,000, as defined by the most recent federal census.

In addition, the bylaws state that, “No entity shall have more than one representative on the Board at any one time, with the exception that the immediate Past President shall serve in a designated position on the Board and shall not be deemed to be a representative of any specific entity.”

Dallas County comprises about 6% (1 out of 17) of the voting members of the Executive Board.

Governing Body Voting.¹⁷ NCTCOG’s bylaws state that each member of the Executive Board is entitled to one vote (with the exception of the President who may only vote in the case of a tie). A simple majority of Executive Board members in the office immediately before a meeting shall constitute a quorum. When a quorum is present, a simple majority will carry questions under consideration.

General Assembly and Committees. NCTCOG’s General Assembly has 235 members and is comprised of “one elected or appointed public official from each governmental member of the Council whose annual dues are current,”¹⁸ according to NCTCOG’s bylaws. County members each receive one representative in the General Assembly. See Appendix B for a detailed summary of NCTCOG’s General Assembly and Executive Board composition according to its bylaws.

In addition to the General Assembly, NCTCOG maintains a total of 26 advisory committees and other entities. The composition of these committees and entities are not established in the COG bylaws. Instead, each has its own separate bylaws that establish their composition and vary in their requirements for membership. According to NCTCOG’s website, Dallas County is represented on 12 out of the 26 committees. NCTCOG’s Executive Director notes that, “Dallas County has not pressed for more representatives on many of our committees outside of the Executive Board and the Regional Transportation Council.”¹⁹

Membership Fees.²⁰ Annual membership fees for the Council members are set as follows:

- Cities over 5,000 population and counties shall pay one cent (\$0.01) per capita, with a minimum of \$2,000.
- Cities with a population of 2,000 to 5,000 shall pay \$200 per year.
- Fees for cities under 2,000, special districts, and independent school districts are \$100 per year.

In 2020, Dallas County paid \$25,574 for their annual membership fee.²¹

CAPITAL AREA COUNCIL OF GOVERNMENTS

Established in June 1970, the Capital Area Council of Governments (CAPCOG) is located within the central portion of the state and represents the following counties: Bastrop, Blanco, Burnet, Caldwell, Fayette, Hays, Lee, Llano, Travis, and Williamson. This analysis focuses specifically on Travis County, as it relates to CAPCOG. CAPCOG serves approximately 1.8 million Texas residents (7.3% of the State's population).²²

Governing Body and Representation.²³ CAPCOG's governing body, the Executive Committee, is composed of 25 voting members and four ex-officio, non-voting members from the Texas State Legislature, for a total of 29 members. According to CAPCOG's bylaws, 11 seats on the Executive Committee will be held for county members. Each county receives one seat, except for Travis County, which receives two seats.

Travis County comprises 8% (2 out of 25) of the voting members of the Executive Committee.

Governing Body Voting.²⁴ According to CAPCOG's bylaws, a quorum of the Executive Committee, "consists of a majority of the total number of members, excluding vacancies, but a quorum may not consist of fewer than thirteen members."

General Assembly and Committees. CAPCOG's General Assembly is comprised of approximately 230 representative members which are broken down into three categories: full members, associate members, and sustaining members. Counties and municipalities are considered full members; various special-purpose governmental districts are considered associate members; and "an individual with a positive interest in the welfare of State Planning Region 12" is considered a sustaining member.²⁵

The bylaws clarify that the number of representatives a county receives on the General Assembly will be determined by their population as follows:

- Counties under 20,000 (1 representative)
- Counties 20,000-100,000 (2 representatives)
- Counties over 100,000 (3 representatives)

See Appendix C for a detailed summary of CAPCOG's General Assembly and Executive Committee composition according to its bylaws.

In addition to the General Assembly, CAPCOG includes a total of ten advisory committees and entities. Travis County is allotted representatives on all ten of them. The composition of these committees and entities are not established in the COG bylaws. Instead, each has its own separate bylaws that establish the body's composition and requirements for membership.

Membership Fees.²⁶ Annual membership fees for the Council members are set as follows:

- Counties shall pay five cents (\$0.05) per capita, based on the most recent population estimate, with a minimum of \$50.

- Municipalities shall pay ten cents (\$0.10) per capita, based on the most recent population estimate, with a minimum of \$50.
- School districts shall pay five cents (\$0.05) per capita for enrollment up to 2,500; two cents (\$0.02) per capita for enrollment between 2,500 to 10,000; and, one cent (\$0.01) per capita for enrollment in excess of 10,000. The minimum dues for a school district are \$50 and the maximum dues are \$500.
- Special-purpose government districts, except public utilities shall pay \$125.
- Public utilities shall pay \$500.
- Other agencies and organizations shall pay \$200.
- Sustaining members shall pay \$100 minimum.

In 2020, Travis County paid \$62,207 for their annual membership fee.²⁷

ALAMO AREA COUNCIL OF GOVERNMENTS

Established in August 1966, the Alamo Area Council of Governments (AACOG) is located within the south-central portion of the state and represents the following counties: Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson. This analysis focuses specifically on Bexar County, as it relates to AACOG. AACOG serves approximately 2.2 million Texas residents (8.9% of the State's population).²⁸

Governing Body and Representation.²⁹ AACOG's governing body, the Board of Directors, is comprised of 27 voting members and four ex-officio, non-voting members from the Texas State Legislature, for a total of 31 members.

According to AACOG's bylaws, 15 seats on the Board of Directors will be held for county members. Each member county receives one seat, with the exception of Bexar County, which receives three seats. Of these three, "at least two shall be members of the County's Commissioners Court," appointed by the Commissioners Court. In addition, AACOG's Board of Directors has up to four seats for ex-officio, non-voting members from the Texas State Legislator. See Appendix D for a detailed summary of AACOG's Board of Directors composition according to its bylaws.

Bexar County comprises approximately 11% (3 out of 27) of the voting members of the Board of Directors.

Governing Body Voting.³⁰ AACOG's bylaws state that each Board Director will have one vote "unless otherwise stated." Furthermore, a simple majority of Board Members will constitute a quorum for conducting business. When a quorum is present, "the vote of a majority of the members present at a meeting shall decide any motion before the Board except as hereinafter provided."

General Assembly and Committees. AACOG does not have a General Assembly and does not include language in its bylaws regarding a General Assembly. The Board of Directors represents the interests of all COG members.³¹ AACOG includes a total of 18 advisory committees and entities. Bexar County has representatives in seven of them. The composition of these committees and entities are not established in the COG

bylaws. Instead, each has its own separate bylaws that establish the body's composition and requirements for membership.

Membership Fees.³² Annual membership fees for Council members are set as follows:

- For all cities and counties;
- Seven cents (\$0.07) per capita according to the latest federal census
- Minimum for counties is \$1,000.
- Minimum for cities is \$600.
- All other entities, that are not cities or counties, pay \$600.

In 2020, Bexar County paid \$139,023 for their annual membership fee.³³

RIO GRANDE COUNCIL OF GOVERNMENTS

Established in January 1967, the Rio Grande Council of Governments (RGCOG) is located in the western most portion of the state and represents the following counties: Brewster, Culberson, El Paso, Hudspeth, Jeff Davis and Presidio. In addition, RCOG also represents the Tribal Nation of Ysleta del Sur Pueblo as well as Dona Ana County, New Mexico and the local governments within.³³ This analysis focuses specifically on El Paso County, as it relates to RGCOG. Of the COGs analyzed in this memo, RGCOG represents the fewest number of Texas residents, serving approximately 826,000 Texas residents (3.3% of the State's population).³⁴

Governing Body and Representation.³⁵ RCOG's governing body, the Board of Directors, is currently composed of 21 voting members and two ex-officio, non-voting members from the Texas State Legislature, for a total of 23 members. According to RCOG's bylaws, there will be one representative from each member County (represented by the county's County Judge). However, El Paso County will have three representatives, two of whom shall be members of the Commissioners Court and the third, an El Paso County elected official who is not a member of the Court but is designated by such.

El Paso County comprises approximately 14% (3 out of 21) of the voting members of the Board of Directors.

Governing Body Voting.³⁶ According to RGCOG's bylaws, a simple majority of the members within the Board of Directors constitutes a quorum. When a quorum is present, the simple majority vote of the members present will decide any question under consideration.

General Assembly and Committees. RGCOG's General Assembly (referred to as General Membership) is comprised of its participating "governmental units" based on each one of the unit's population. There are currently 36 representatives in the General Membership. Representation is distributed as follows:

- Each participating general purpose governmental unit with a population in excess of 300,000 within its political jurisdiction may appoint three representatives.
- Each participating general purpose governmental unit with a population below 299,000 within its political jurisdiction may appoint one representative.

³³ Dona Ana County was added in 1987 by vote of membership.

- All other participating governmental unites may also appoint one representative.³⁷

See Appendix E for a detailed summary of RGCOG's General Membership and Board of Directors composition according to its bylaws.

In addition, RGCOG includes a total of six advisory committees and entities. El Paso County has representatives in four of them. The composition of these committees and entities are not established in the COG bylaws. Instead, each has its own separate bylaws that establish the body's composition and requirements for membership.

Membership Fees.³⁸ Annual membership fees for Council members set as follows:

- Each county will contribute \$0.0475 cents per capita based on the federal census (or current planning figures), with a minimum of \$4,500 per county with a population below 50,000.
- Cities and Native American entities will contribute as follows:
 - \$1,749 for those with a population below 500
 - \$2,477 for those with a population of 500-3,000
 - \$4,044 for those with a population of 3,000-50,000
 - \$0.0475 cents per capita for those with a population over 50,000
- Each independent school district, community college, or university will contribute as follows:
 - \$1,200 for below 1,000 students enrolled
 - \$1,700 for 1,000-5,000 students enrolled
 - \$2,775 for 5,000 and above students enrolled
- All other governmental units (Special Districts) contribute \$1,700 per entity.
- Associate members pay \$250.

In 2020, El Paso County paid \$39,936 for their annual membership fee.³⁹

IMPACT OF WITHDRAWING FROM H-GAC

This section examines Harris County's involvement with Houston-Galveston Area Council (H-GAC) in the areas of regional planning and cooperation, cooperative purchasing, and state/federal funding.

If the Commissioners Court were to withdraw Harris County's membership from H-GAC, it would forfeit representation on a total of 13 H-GAC committees and four additional entities that are administered by H-GAC. Cooperative purchasing, (conducted through the HGACBuy program) and the County's ability to receive both state and federal grant money required to pass-through H-GAC would not be impacted if Harris County withdrew from H-GAC.

REGIONAL PLANNING AND COOPERATION

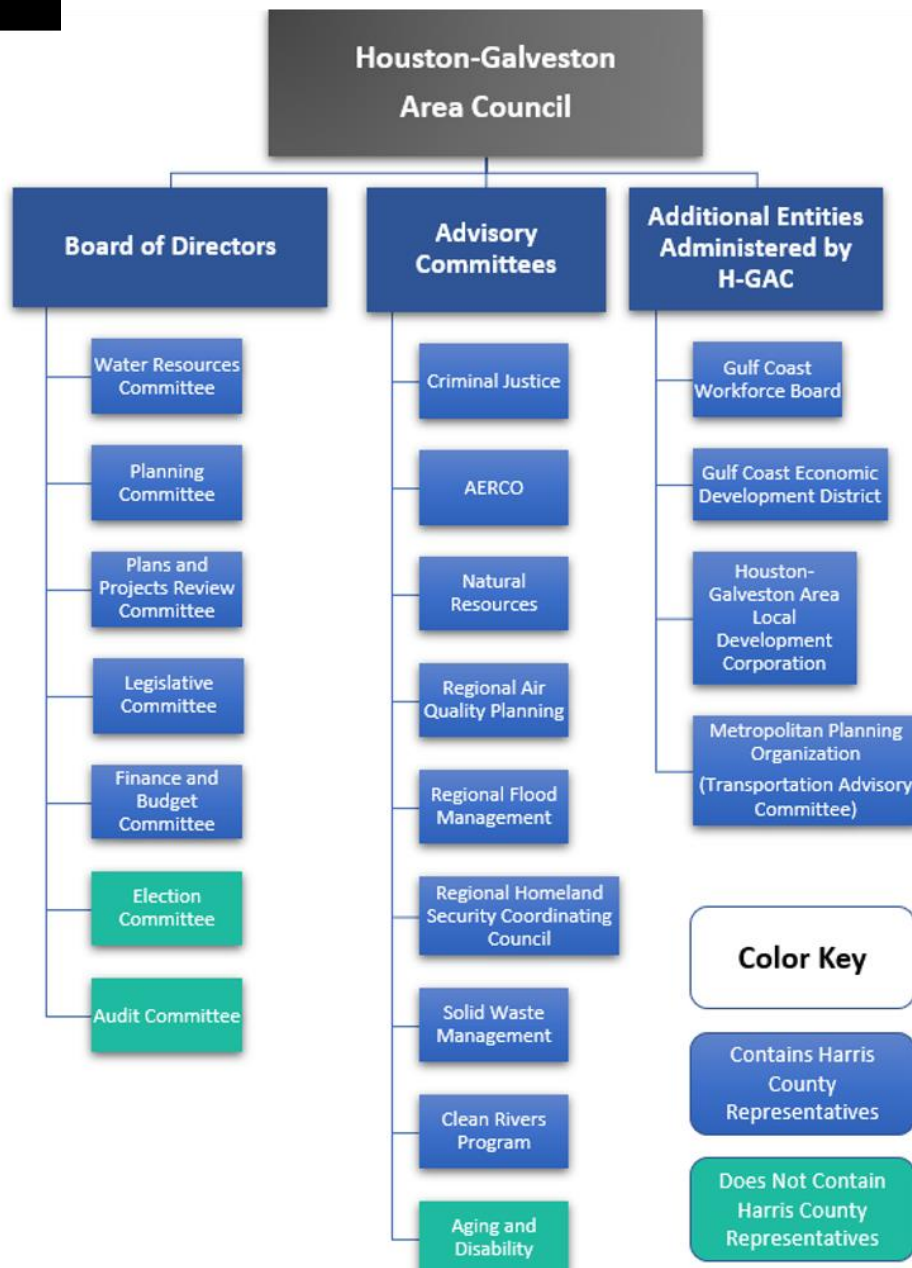
As stated in Texas Government Code Section 391.001: "The general purpose of a commission is to make studies and plans to guide the unified, far-reaching development of a region, eliminate duplication, and promote economy and efficiency in the coordinated development of a region."⁴⁰

H-GAC has three main organizational units: The Board of Directors, Advisory Committees, and additional entities administered by H-GAC. Currently, Harris County has representatives on five Board of Directors Committees; a total of 32 representatives that sit on eight Advisory Committees; and representation on four additional entities that are administered by H-GAC.⁴¹ Harris County maintains representatives on 17 out of 20 of H-GAC's committees or other entities, providing Harris County opportunities to contribute on regional issues.

If the Commissioners Court were to withdraw Harris County's membership from H-GAC, it would forfeit representation on all the aforementioned committees and entities and the ability to provide input into their various decision-making processes.

Figure 3 presents an organizational chart of H-GAC, its committees and other planning entities, and Harris County's representation within the organization.

Figure 3



Source: Houston-Galveston Area Council

H-GAC Board of Directors Committees⁴²

H-GAC maintains seven Board of Directors Committees to “provide guidance and information to the Board across a wide range of topics.” Members of these Committees are required to be members of H-GAC’s Board of Directors. The seven committees are as follows: Audit Committee, Election Committee, Finance and Budget Committee, Legislative Committee, Planning Committee, Plans and Projects Review Committee, and Water Resources Committee.

Harris County is currently represented on the following five committees:

- **Water Resources Committee:** Studies water resources across the region. (Harris County has two seats.)
- **Planning Committee:** Studies long-range and strategic planning for H-GAC. (Harris County has one seat.)
- **Plans and Project Review Committee:** Reviews regional plans in accordance with Executive Order 12372 “Intergovernmental Review of Federal Programs.” (Harris County has one seat.)
- **Legislative Committee:** Studies state and federal legislation that may have an impact on the region. (Harris County has one seat.)
- **Finance and Budget Committee:** Review H-GAC’s contracts, budget and personnel policies. (Harris County has one seat.)

H-GAC Advisory Committees

H-GAC has a total of nine Advisory Committees which provide information and advice on their respective issue areas. Advisory Committee members are “appointed by H-GAC’s Board as a whole, based upon nominations from individual Board members and other groups.”⁴³ Currently Harris County has representatives on eight of these nine committees.

Criminal Justice Advisory Committee (CJAC):⁴⁴ Among its functions, the CJAC initiates and develops regional justice programs for which H-GAC is a grantee. The CJAC participates in the annual development of the annual criminal justice plan as well as recommending funding priorities for criminal justice grants to H-GAC’s Board of Directors. (Harris County has 10 representatives on this committee.)

Area Emission Reduction Credit Organization (AERCO):⁴⁵ Established in 1994, the overall purpose of the Area Emission Reduction Credit Organization is to “promote the improvement of air quality while helping to mitigate the adverse impacts of control strategies on economic development in the Houston-Galveston region.” AERCO administers the Clean School Bus Houston program and accepts Federal and State Supplemental Environmental Project Funds (SEPs)^{IV}. (Harris County has eight representatives on this committee.)

Natural Resources Advisory Committee (NRAC):⁴⁶ The NRAC “serves as a forum to advise the H-GAC Board and local decision-makers on policy issues affecting natural resources in the 13-county Houston-Galveston region.” (Harris County has one representative on this committee.)

Regional Air Quality Planning Advisory Committee (RAQPAC):⁴⁷ The primary function of the RAQPAC is to “assist and advise H-GAC, regional and local governments, transportation organizations, and other agencies on air quality

^{IV} SEPs are projects with tangible environmental or public health benefits that a violator can undertake as part of a settlement agreement for failure to comply with environmental laws.

issues.” It does so by evaluating and recommending plans and programs for improving the region’s air quality and aids with issues related to the federal Clean Air Act Amendments (CAAA) of 1990. The primary focus of RAQPAC’s work are “issues related to Title I of the CAAAs.” (Harris County has three representatives on this committee.)

Regional Flood Management Committee:⁴⁸ Formerly known as the Regional Flood Management Council, the Regional Flood Management Committee is involved in addressing issues involving flood hazard mapping, multi-jurisdictional flood management districts, and assisting local authorities in effectively managing their floodplain. (Harris County has one representative on this committee.)

Regional Homeland Security Coordinating Council (RHSCC):⁴⁹ The primary function of the RHSCC is to assist with regional homeland security issues, including developing regional homeland security programs and evaluating regional homeland security funding proposals. (Harris County has one representative on this committee.)

Solid Waste Management Committee:⁵⁰ The Solid Waste Management Committee reviews applications for landfill permits and solid waste grants, maintains H-GAC’s close landfill inventory, and provides solid waste management workshops. (Harris County has one representative on this committee.)

Clean Rivers Program Committees:⁵¹ Under the Clean Rivers Program Committees umbrella, H-GAC maintains a Basin Steering Committee, Regional Monitoring Workgroup, and a Technical Advisory Group. The Basin Steering Committee serves as the primary forum for discussion of various water quality issues raised through assessment processes, and advises H-GAC staff on all administrative matters related to the Clean Rivers Program, including work plan and budget development, progress towards project milestones, and drafts of the final basin reports and other work items. (Harris County has four representatives on the Technical Advisory Group)

Additional Entities Administered By H-GAC

In addition to advisory committees and Board of Directors advisory committees, H-GAC administers the following entities: Gulf Coast Workforce Board, Gulf Coast Economic Development District, Houston-Galveston Area Local Development Corporation, and Metropolitan Planning Organization.

Harris County is currently represented on the following four entities:

Gulf Coast Workforce Board: Serves as the local board of Directors for Workforce Solutions and "sees the delivery of employment services, education, and training. (Harris County has four representatives on this board.)

Gulf Coast Economic Development District: Provides oversight to H-GAC's economic development planning programs in the region. (Harris County has one representative in this entity.)

Houston-Galveston Area Local Development Corporation: A certified development company (CDC) created in order to promote economic development in the region. It is licensed throughout Texas as an SBA^v Grow Loan Program CDC. (Harris County has one representative in this entity.)

Metropolitan Planning Organization (MPO):⁵² H-GAC provides services to its members is through regional transportation planning. Metropolitan Planning Organizations (MPOs) are the primary planning channel for federal funding for transportation projects and programs to pass through. Under the Federal-Aid Highway Act of 1962 any urban area with a population of over 50,000 requires the creation of an MPO.

Since 1974, H-GAC and the Transportation Policy Council have “served as the MPO for the Houston transportation management area.”

The Transportation Policy Council is comprised of the following:

1. 28 members representing cities and counties
2. The Texas Department of Transportation
3. The Metropolitan Transit Authority of Harris County
4. One at-large member appointed by H-GAC's Board of Directors
5. One at-large member appointed by the Transportation Policy Council

Two of the primary functions of an MPO are the maintenance of a regional transportation plan (RTP) as well as the development of a transportation improvement program (TIP). The RTP “identifies the region's transportation needs, goals, and policies over the next 25 years”⁵³ while the TIP serves as “a fiscally constrained financial plan of transportation projects approved to receive federal funding over the next four years.”⁵⁴

Within the structure of H-GAC, the Transportation Advisory Committee “reviews and evaluates H-GAC's regional transportation plans” and “provides its recommendations to the Transportation Policy Council.”⁵⁵ Harris County has one representative on the Transportation Advisory Committee.

COOPERATIVE PURCHASING

Harris County is currently engaged in cooperative purchasing through H-GAC's purchasing program, HGACBuy. By aggregating demand and managing logistics, participating in cooperative purchasing is often cheaper and more efficient than more traditional procurement routes.

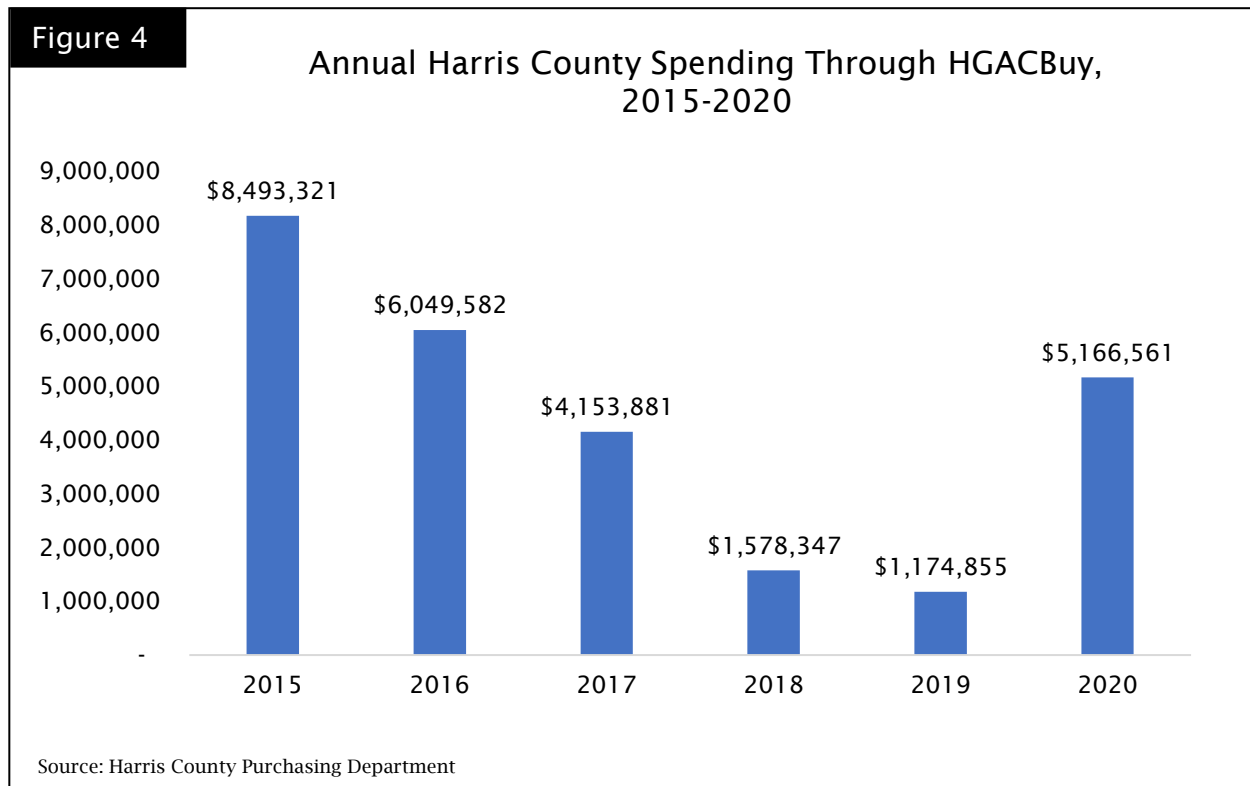
Established pursuant to the Texas Interlocal Cooperation Act (Texas Local Government Code, Title 7, Chapter 791), HGACBuy is a nationwide, government procurement

^v Small Business Administration

service that primarily offers products that “are utilized in Public Safety, Public Works, and Emergency Services and Communications.” All contracts available through HGACBuy have been awarded through a public competitive procurement process compliant with state statutes.

Users of HGACBuy do not need to be a member of H-GAC to utilize HGACBuy’s services. In order to participate in purchasing through HGACBuy, a user must be an approved government entity and complete and submit the Interlocal Contract Form found online. Withdrawal from H-GAC would not impact Harris County’s ability to participate in HGACBuy for cooperative purchasing.

Figure 4 presents the total annual dollar amount Harris County has spent from 2015-2020 through HGACBuy. According to the Harris County Purchasing Department, the large dollar amount spent in 2015 was due to Precincts 2, 3, and 4 purchasing large volumes of heavy equipment and buses.

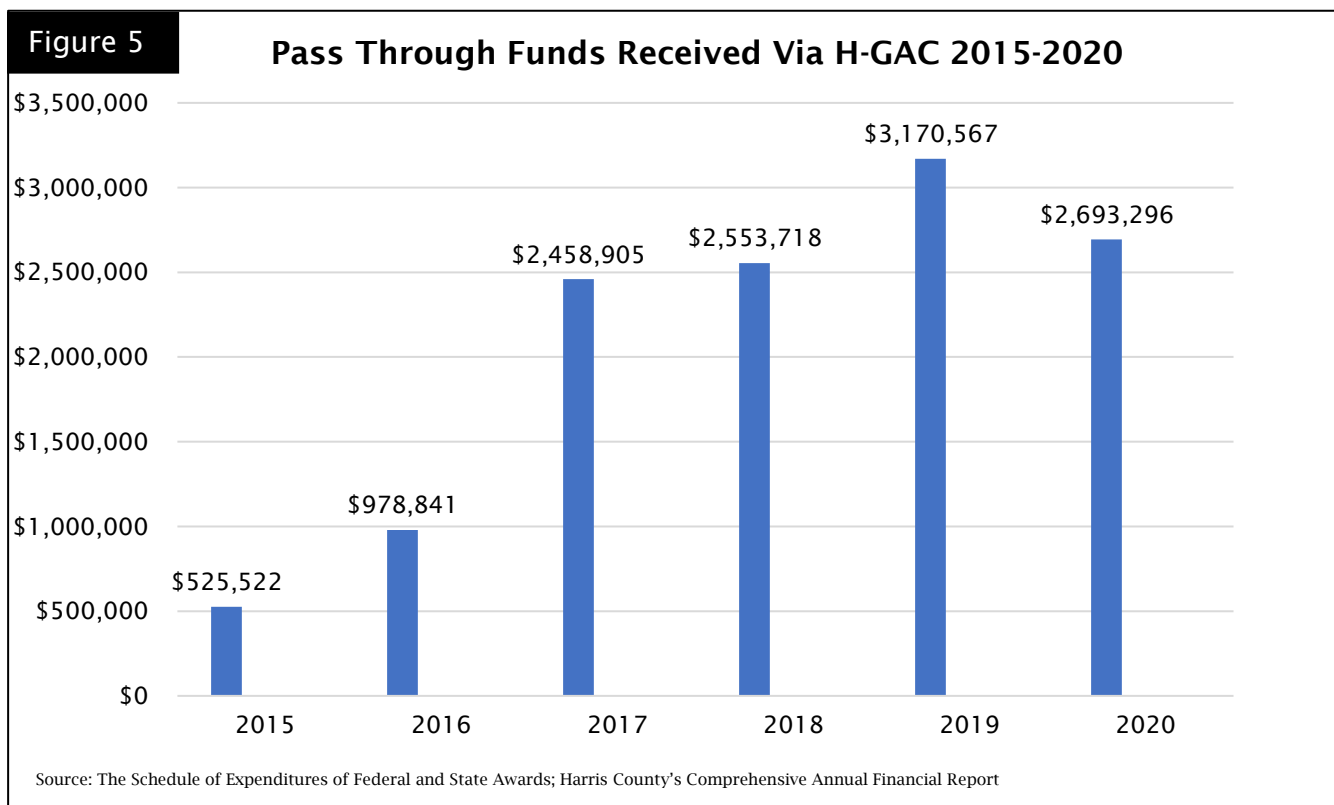


FEDERAL FUNDING

As previously mentioned in this memo, Councils of Governments (COGs) “serve as intermediaries among federal, state, and local governments while reviewing and commenting on applications for federal and state grants-in-aid and solid waste permits.”⁵⁶ In doing so, COGs serve as a pass-through for both federal and state grants, as well as other monetary assistance.

If the Commissioners Court were to withdraw Harris County’s membership from H-GAC, it would not prohibit the County’s ability to receive both state and federal grant monies required to pass through H-GAC. Withdrawal would also not prohibit Harris County from receiving grant monies for regional programs that would impact Harris County. However, withdrawal from H-GAC would mean Harris County could not participate in decision-making regarding topics such as: grant fund allocation, grant renewals, and identification and pursuit of new grants.

Figure 5 illustrates the total annual dollar amount Harris County has received in both state and federal “pass through programs” from H-GAC for the years 2015-2020. The majority of these funds focused on motorist assistance programs, regional law enforcement training programs, and programs related to Hurricane Harvey.



For a detailed chart of the individual pass through funds received for each year, please see Appendix F.

SUMMARY IMPACTS OF WITHDRAWAL FROM H-GAC

If the Commissioners Court were to withdraw Harris County's membership from H-GAC:

Benefits: Harris County would stop payment of H-GAC's annual membership fee (\$163,698 for 2020), and Harris County would retain access to the following:

- HGACBuy program for cooperative purchasing: Over the last five years (2015-2020) Harris County has purchased over \$26 million in equipment and services through H-GAC's cooperative purchasing program, HGACBuy.
- All state and federal grant money that pass-through H-GAC for regional programs: Over the last five years (2015-2020) over \$12 million in both state and federal grant money has passed through H-GAC to Harris County.

Disadvantages: Withdrawal may include reduced access to discussions and decisions around regional planning. Specifically:

- Harris County would forfeit representation on H-GAC's Board of Directors, five Board of Directors Committees, eight advisory committees, and four additional entities that are administered by H-GAC. Harris County would no longer be able to participate in the decision-making process or an opportunity to advocate for its interests on the COG level.
- While access to both state and federal grant money that must first pass through H-GAC would not be impacted, the loss of representation on H-GAC's advisory committees would prevent Harris County from participating in decision-making conducted by those committees regarding priorities, funding allocations, grant renewals, etc.
- There currently exists no alternative comparable regional planning body in Texas Code on which Harris County might sit.
- According to H-GAC, the loss of Harris County's annual membership fee would negatively impact H-GAC's ability to make important local match requirements on a number of regional programs, impacting Harris County. Harris County's annual fee represents 41% of H-GAC's annual membership fees (\$395,538) and 18% of their discretionary fund in 2020. By comparison, it accounts for 0.004% of Harris County's total 2020 General Fund Budget.

Appendix A

H-GAC Bylaws; Article III (General Assembly), Section 2 (Composition)

All members of the General Assembly shall be elected officials of the Commissioners Court, City Council, or Independent School District Board of Trustees which they represent.

- a. The Commissioners' Court of each member County shall select two (2) elected officials as representatives and two (2) elected officials as alternates to the General Assembly, all of whom shall be members of the Commissioners' Court.
- b. The City Council of each member city having a population of 100,000 or more according to the most recent Federal Census shall select two (2) of its members as representatives and two (2) of its members as alternates to the General Assembly.
- c. Each member city with a population not in excess of 99,999 according to the most recent Federal Census shall select one (1) member of its governing body as its representative and one (1) member of its governing body as an alternate to the General Assembly.
- d. Each member independent school district shall select one (1) member of its governing body as its representative and one (1) member of its governing body as an alternate to the General Assembly.
- e. In the event that a representative to the General Assembly becomes ineligible to serve or resigns, the representative's duly appointed alternate shall assume the duties and exercise the powers of that representative. In the event that a representative to the General Assembly is unable to attend a meeting of the General Assembly, the representative's duly appointed alternate shall assume the duties and exercise the powers of that representative for that meeting.

H-GAC Bylaws; Article IV (Board of Directors) Section 2 (Terms and Method of Appointment)

The Board of Directors of the Houston-Galveston Area Council shall serve terms of one year to begin January 1 and shall be composed of representatives of the General Assembly as follows:

- One (1) representative and one (1) alternate from each member County except Harris County, which shall have two (2) representatives and two (2) alternates, selected by the Commissioners' Court of each member County.
- One (1) representative and one (1) alternate from each member Home Rule City over 25,000 population except the City of Houston which shall have two (2) representatives and two (2) alternates, selected by the City Councils of such member cities.
- The Houston Independent School District General Assembly representative and alternate;
- Two (2) representatives and two (2) alternates representing all member Home Rule Cities, with populations under 25,000, selected by and from the General Assembly representatives of member Home Rule Cities by mutually agreeable procedure.
- Two (2) representatives and two (2) alternates representing all member General Law Cities, selected by and from the General Assembly representatives of member General Law Cities by mutually agreeable procedure.
- One (1) representative and one (1) alternate representing all member independent school districts, other than the Houston Independent School District, selected by and from the General Assembly representatives of member independent school districts by mutually agreeable procedure.
- In the event that a representative to the Board of Directors becomes ineligible to serve or resigns, the representative's duly appointed alternate shall assume the duties and exercise the powers of that representative. In the event a representative to the Board of Directors is unable to attend a meeting of the Board of Directors, the representative's duly appointed alternate shall assume the duties and exercise the powers of that representative for that meeting.
- The Board Chair shall appoint a member of the state legislature as an ex-officio non-voting member of the Board of Directors. The term of this member will be coterminous with the term of the Chair.

Appendix B

NCTCOG Bylaws; General Assembly, Section II

- The General Assembly shall be composed of one (1) elected or appointed public official from each governmental member of the Council whose annual dues are current. The General Assembly shall be responsible for the election of officers, directors and for amendments to these Bylaws except as otherwise provided herein.

NCTCOG Bylaws; Executive Committee, Section V

The Executive Board shall be composed of the following members:

1. The Immediate Past President of the Council;
2. The sixteen (16) Directors of the Council; and,
3. One (1) ex-officio, non-voting member who is a Texas State Legislator representing a Legislative District that is located in-whole or in-part in a county holding membership in the North Central Texas Council of Governments for so long as required by State law.

Representation on the Board shall meet the following minimum requirements at all times:

Counties (6 Seats)

- Four (4) locally elected officials on the Board shall be representatives from the four (4) largest populated member Counties (one from each County), as of the last official census.
- One (1) locally elected official on the Board shall be from a member County with a population of between Seventy-Five Thousand (75,000) and Six Hundred Fifty Thousand (650,000), as of the last official census.
- One (1) locally elected official on the Board shall be from a member County with a population of less than Seventy-Five Thousand (< 75,000), as of the last official census.

Cities (10 Seats)

- Three (3) locally elected officials on the Board shall be representatives from the three (3) largest populated member Cities (one from each City), as of the last official census.
- One (1) locally elected official on the Board shall be from a member City with a population of between Two Hundred Thousand (200,000) and Three Hundred Fifty Thousand (350,000), as of the last official census.
- One (1) locally elected official on the Board shall be from a member City with a population of between One Hundred Thousand (100,000) and Two Hundred Thousand (200,000), as of the last official census.
- One (1) locally elected official on the Board shall be from a member City with a population of between Fifty Thousand (50,000) and One Hundred Thousand (100,000), as of the last official census.
- One (1) locally elected official on the Board shall be from a member City with a population of between Twenty Thousand (20,000) and Fifty Thousand (50,000), as of the last official census.
- One (1) locally elected official on the Board shall be from a member City with a population of less than Twenty Thousand (20,000), as of the last official census.
- One (1) locally elected official on the Board shall be from a member City with a population of between Fifty Thousand (50,000) and Three Hundred Fifty Thousand (350,000), as of the last official census.
- One (1) locally elected official on the Board shall be from a member City with a population of less than Fifty Thousand (< 50,000), as of the last official census.

Appendix C

CAPCOG's Bylaws; Article III (Representation in the General Assembly)

Section 3.1 – General Assembly The representatives of members of the Capital Area Council of Governments are collectively the General Assembly of the Council.

Section 3.2 – Elected Officials At least two-thirds of the voting representatives in the General Assembly must be elected officials of the governing body of full members of the Council.

Section 3.3 – Full Member Representatives

(a) Each full member of the Council is entitled to representation in accordance with the following schedule based on the member's population determined under Section 9.4:

- Counties under 20,000 and municipalities under 10,000 – 1 representative
- Counties 20,000-100,000 and municipalities 10,000-50,000 – 2 representatives
- Counties over 100,000 and municipalities 50,000-100,000 – 3 representatives
- Municipalities with over 100,000 – 4 representatives

(b) The governing body of the full member shall select its representatives to the General Assembly.

(c) Each representative of a full member has one vote in the General Assembly and on all committees on which the representative serves.

Section 3.4 – Associate Member Representatives

(a) Each associate member of the Council is entitled to one representative.

(b) The governing body of the associate member shall select its representative to the General Assembly.

(c) An associate member representative has one vote in the General Assembly and on all committees on which the representative serves.

Section 3.5 – Citizen Representatives

(a) A full member may select a citizen representative if an elected official is not available to represent the member.

(b) Each citizen representative has one vote in the General Assembly and on all committees on which the representative serves

Section 3.6 – Sustaining Member Representatives

(a) Each sustaining member is entitled to and shall select one representative.

(b) A sustaining member representative is not entitled to vote in the General Assembly. A sustaining member representative has one vote on other committees on which the representative serves.

CAPCOG's Bylaws; Article V (The Executive Committee), Section 5.2 (Composition)

(a) The composition of the Executive Committee is as follows:

- 1) two representatives from Travis County;
- 2) one representative from each of the other nine counties in State Planning Region 12;
- 3) one representative from the City of Austin;
- 4) one representative from a city with a population in excess of one hundred thousand (100,000);
- 5) four representatives from cities with populations between 25,000 and 100,000;
- 6) five representatives from cities with populations under 25,000; and
- 7) three at-large members. (8) at least one State of Texas Legislator in accordance with Local Government Code, Section 391.006(c).

(b) At each Annual Meeting, the General Assembly shall elect members from the categories described in Subsections (a) (1) through (7) of this section 5.2.

(c) In selecting the medium-sized city, small city and at-large representatives, the General Assembly shall consider population and geography to ensure diversity among the members of the Executive Committee.

(d) All of the Executive Committee members, except for the ex-officio State Legislator, must be elected officials of the governing bodies of the full members of the Council.

- (e) An elected official of the governing body of a full member of the Council may complete his or her term on the Executive Committee if he or she was an elected official at the time of election to the Executive Committee and he or she continues as a representative on the General Assembly.
- (f) A State Legislator selected for the Executive Committee shall serve as an ex-officio member, will not be eligible to vote, to serve as an officer of the Council, or to serve on subcommittees, and will not count toward a quorum.

Appendix D

AACOG Bylaws; Article IV (Board of Directors)

- A. Three Bexar County representatives, at least two of whom shall be members of the County's Commissioners Court. The Bexar County Commissioners Court shall designate and appoint their representatives.
- B. Three City of San Antonio representatives, at least two of whom shall be members of the City Council. The City of San Antonio shall designate and appoint their representatives.
- C. Representatives of member cities other than San Antonio as follows:
 1. Three representatives for Cities situated in Bexar County. Representatives may be elected at large, or members may agree upon a division of their number into groups of at least six. The Greater Bexar County Council of Cities (the GBCCC) will coordinate the election.
 2. Three representatives for Cities not classified as "Urbanized" and situated outside of Bexar County.
 - i. Cities shall be grouped by counties as follows:
 - Group A cities - Atascosa, Frio, McMullen, Medina - One member.
 - Group B cities - Comal, Guadalupe, Karnes and Wilson - One member.
 - Group C cities - Bandera, Gillespie, Kendall and Kerr - One member.
- D. One representative for cities classified as "Urbanized" situated outside of Bexar County.
- E. One representative selected by Council members who represents independent public utility boards and special districts.
- F. One representative selected by Council members who represents multi-county districts.
- G. One representative selected by Council members who represents hospital/health districts.
- H. One representative selected by Council members who represents school districts.
- I. One representative from each County, other than Bexar. Representative shall be a member of the Commissioners Court and appointed by their specific Commissioners Court.
- J. One representative selected by Council members who represent soil and water conservation districts.
- K. Two representatives, one from the Texas Senate and one from the Texas House of Representatives, to be selected by Council representatives who represent urban and rural areas within the AACOG region shall be members and have voting privileges.

Ex-Officio, non-voting, status will also be extended to the balance of the delegation members within the AACOG region (State Planning Region 18); as per Texas Local Government Code, Section 391.006 (c), 197 Governing Body of a Commission.

- L. One representative from Joint Base - San Antonio. Ex-Officio, non-voting, status will be extended to the representative; whom shall represent the military installations and personnel.

Appendix E

RGCOG Bylaws; Article IV (Representation in the General Membership)

1. Each participating general purpose governmental unit with a population in excess of 300,000 within its political jurisdiction may appoint three representatives to serve on the General Membership.
2. Each participating general purpose governmental unit with a population below 299,000 within its political jurisdiction may appoint one representative to serve on the General Membership.
3. All other participating governmental units as defined by Article III may also appoint one representative to serve on the General Membership.

RGCOG Bylaws; Article VI (Election of Directors and Officers)

1. The Board of Directors may be comprised of representatives of participating governmental units as follows:
 - a. Three El Paso County elected officials; two shall be members of Commissioners Court and one El Paso County elected official who is not a member of Commissioners Court and is designated by the Commissioners Court.
 - b. Three City of El Paso Directors, all of whom shall be members of and designated by the Mayor or City Council.
 - c. One City of Las Cruces Director shall be a member of and designated by the Mayor or City Council.
 - d. A Mayor from a member city other than the City of El Paso shall be entitled to two Directors; one to be elected from member cities within EL Paso County, and one to be elected from member cities within the rural five counties of the RGCOG region. Each Director must be a member of their respective governing body.
 - e. Each member school district with 10,000 or more students, to include El Paso Community College, shall designate one Director. The Director must be a member of their respective governing body.
 - f. A Director from each member county other than El Paso County; the Director shall be the County Judge of the member county or in the case of Dona Ana County, a designated Director from its Board of Commissioners.
 - g. A Director to be selected from all Special Purpose Governmental Units; the Director must be a member of their respective governing body.
 - h. A Director from the Ysleta Del Sur Pueblo; the Director must be a member of the governing body.

Appendix F

HARRIS COUNTY PASS THROUGH FUNDS RECEIVED VIA H-GAC 2015-2020				
Year	Original Funding Agency	Pass Through	Program	Dollar Amount
2015	U.S. Department of Transportation	H-GAC	Motorist Assistance Program	\$466,667
2015	U.S. Department of Transportation	H-GAC	Regional DWI Task Force Grant	\$22,205
2015	U.S. Department of Transportation	H-GAC	Regional DWI Task Force Grant	\$1,119
2015	Office of the Governor - Criminal Justice Division	H-GAC	Regional Law Enforcement Training Program	\$11,830
2015	Office of the Governor - Criminal Justice Division	H-GAC	Regional Law Enforcement Training Program	\$23,701
2015 Total:				\$525,522
2016	U.S. Department of Transportation	H-GAC	Regional DWI Task Force Grant	\$7,853
2016	U.S. Department of Transportation	H-GAC	Motorist Assistance Program	\$931,669
2016	Office of the Governor - Criminal Justice Division	H-GAC	Regional Law Enforcement Training Program	\$8,829
2016	Office of the Governor - Criminal Justice Division	H-GAC	Regional Law Enforcement Training Program	\$30,490
2016 Total:				\$978,841
2017	U.S. Department of Transportation	H-GAC	Motorist Assistance Program	\$2,430,931
2017	Office of the Governor - Criminal Justice Division	H-GAC	Regional Law Enforcement Training Program	\$7,517
2017	Office of the Governor - Criminal Justice Division	H-GAC	Regional Law Enforcement Training Program	\$20,457
2017 Total:				\$2,458,905
2018	U.S. Department of Transportation	H-GAC	Motorist Assistance Program	\$1,170,733

2018	U.S. Department of Transportation	H-GAC	Motorist Assistance Program	\$1,212,800
2018	U.S. Department of Homeland Security	H-GAC	Hurricane Harvey Case Management	\$7,825
2018	Office of the Governor – Criminal Justice Division	H-GAC	Regional Law Enforcement Training Program	\$162,360
2018 Total: \$2,553,718				
2019	U.S. Department of Transportation	H-GAC	Motorist Assistance Program	\$2,239,034
2019	U.S. Department of Homeland Security	H-GAC	Harvey – FEMA Direct Housing Program	\$715,602
2019	Office of the Governor – Criminal Justice Division	H-GAC	Regional Law Enforcement Training Program	\$215,931
2019 Total: \$3,170,567				
2020	U.S. Department of Transportation	H-GAC	Towing Program	\$68,930
2020	U.S. Department of Transportation	H-GAC	Motorist Assistance Program	\$1,399,167
2020	U.S. Department of Transportation	H-GAC	Motorist Assistance Program & Incident Management Unit	\$880,000
2020	U.S. Department of Homeland Security	H-GAC	Harvey – FEMA Direct Housing Program	\$307,139
2020	Office of the Governor – Criminal Justice Division	H-GAC	Regional Law Enforcement Training Program	\$38,060
2020 Total: \$2,693,296				

ENDNOTES

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- ² The Texas Policy. Regional Planning and Development Organizations. p.9
- ³ Texas Demographic Center, The University of Texas at San Antonio. Estimates of the Total Populations of Counties and Places in Texas for July 1, 2019 and January 1, 2020. (2020). p.6
- ⁴ Texas Councils of Governments. Issue Brief from Legislative Budget Board Staff. (2016). p.1.
- ⁵ Chapter 391, Section 391.001, Government Code, Texas Statutes
- ⁶ Texas Councils of Governments. Issue Brief from Legislative Budget Board Staff. (2016). p.1.
- ⁷ Chapter 391, Section 391.006, Government Code, Texas Statutes
- ⁸ Texas Association of Regional Councils, Find Your Council website, <https://txregionalcouncil.org/regional-council/houston-galveston-area-council/>
- ⁹ Article VI Board of Directors, Section 2, Houston-Galveston Area Council Bylaws
- ¹⁰ Interview with Chuck Wemple, Executive Director of the Houston-Galveston Area Council
- ¹¹ Article VI Board of Directors, Section 4, Houston-Galveston Area Council Bylaws
- ¹² Article III General Assembly, Section 2, Houston-Galveston Area Council Bylaws
- ¹³ Article VIII Finance, Section 1, Houston-Galveston Area Council Bylaws
- ¹⁴ STARS Data, The Harris County Auditor's Office. (2020)
- ¹⁵ Texas Association of Regional Councils, Find Your Council website, <https://txregionalcouncil.org/counties/tarrant/>
- ¹⁶ Section V Executive Board, Subsection H, North Central Texas Council of Governments Bylaws
- ¹⁷ Section V Executive Board, Subsection L, North Central Texas Council of Governments Bylaws
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- ²¹ GovQA Portal Data Request, The Dallas County Auditor's Office. (2021)
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- ²³ Article V Executive Committee, Section 5.2, Capital Area Council of Governments Bylaws
- ²⁴ Article V Executive Committee, Section 5.5, Capital Area Council of Governments Bylaws
- ²⁵ Article II Membership in the Council, Section 2.2, Capital Area Council of Governments Bylaws
- ²⁶ Article VIII Finances, Section 8.1, Capital Area Council of Governments Bylaws
- ²⁷ Open Records Request, The Travis County Auditor's Office. (2021)
- ²⁸ Texas Association of Regional Councils, Find Your Council website, <https://txregionalcouncil.org/counties/guadalupe/>
- ²⁹ Article IV Board of Directors, Alamo Area Council of Governments Bylaws
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- ³¹ Phone Call with Miguel Segura, External Affairs Coordinator AACOG
- ³² Article XI Finance, Budget and Payments, Alamo Area Council of Governments Bylaws
- ³³ Open Records Request, The Bexar County Auditor's Office. (2021)
- ³⁴ Texas Association of Regional Councils, Find Your Council website, <https://txregionalcouncil.org/counties/presidio/>
- ³⁵ Article VI Election of Directors and Officers, Section 1, Rio Grande Council of Governments Bylaws
- ³⁶ Article VII Board of Directors, Section 3, Rio Grande Council of Governments Bylaws
- ³⁷ Article IV Representation of the General Membership, Rio Grande Council of Governments Bylaws
- ³⁸ Article IX Finance, Section 1, Rio Grande Council of Governments Bylaws
- ³⁹ Open Records Request, The El Paso County Auditor's Office. (2021)
- ⁴⁰ Chapter 391, Section 391.001, Government Code, Texas Statutes
- ⁴¹ Email correspondence from Chuck Wemple, Executive Director H-GAC
- ⁴² Houston-Galveston Area Council, H-GAC Board of Directors Committees website, <https://www.h-gac.com/board-of-directors/committees>
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- ⁴⁵ Houston-Galveston Area Council, About the Area Emission Reduction Credit Organization (AERCO) website, <https://www.h-gac.com/board-of-directors/advisory-committees/area-emission-reduction-credit-organization/about>
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- ⁴⁸ Houston-Galveston Area Council, Regional Flood Management Advisory Committee website, <https://www.h-gac.com/board-of-directors/advisory-committees/regional-flood-management-committee>
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- ⁵⁴ Houston-Galveston Area Council, Transportation Improvement Plan website, <https://www.h-gac.com/transportation-improvement-program>
- ⁵⁵ Houston-Galveston Area Council, Transportation Advisory Committee website, <https://www.h-gac.com/transportation-advisory-committee>
- ⁵⁶ Texas Councils of Governments. Issue Brief from Legislative Budget Board Staff. (2016). p.1.



The Harris County Commissioners Court's Analyst's Office provides the Harris County Commissioners Court members with objective, nonpartisan, and timely fiscal and policy analysis related to the efficiency and effectiveness of various County operations.

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